

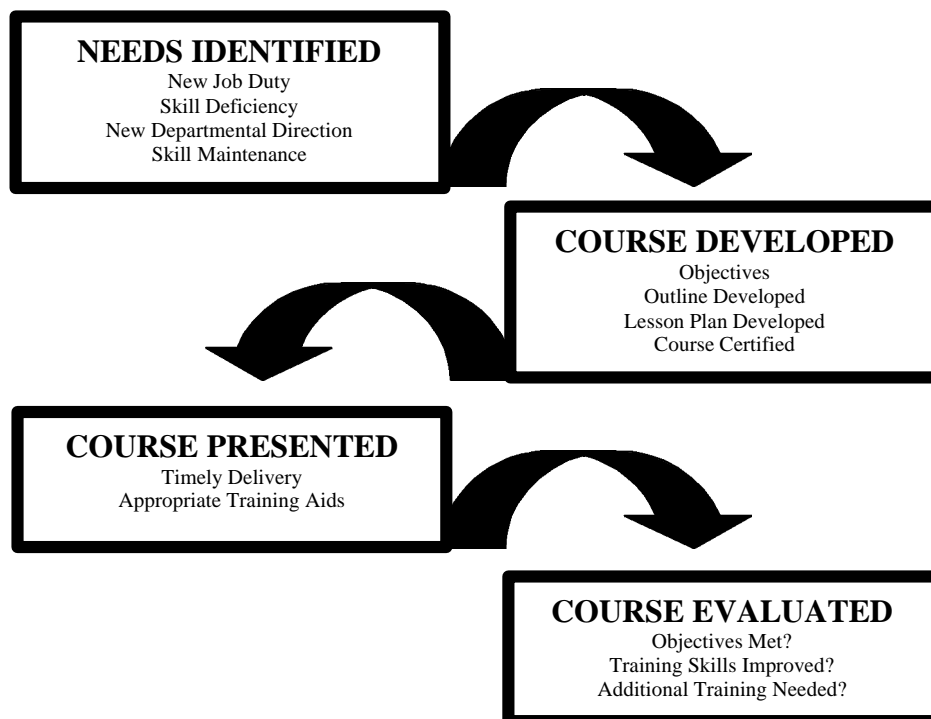
## STC Training and Delivery System

The STC training delivery system includes over 2,000 different courses each year. In fiscal years 1996/97 and 1997/98, this translated into over 14,700 course presentations by public and private entities. STC must certify all training courses before presentation. In doing so, STC reviews the course for job-relevancy, instructor qualifications, cost-effectiveness, and quality skills development. Courses fall into two categories: core courses to develop necessary skills for newly hired and/or promoted personnel, and annual courses to maintain proficiency or develop new skills for experienced personnel.

Each newly hired or promoted local corrections worker must successfully complete a core course within the first year of job assignment. The three entry-level core courses for corrections officers, juvenile counselors and probation officers cover such topics as codes and statutes, inmate classification, drug abuse, report writing, and defensive tactics. Core course training for managers, administrators and supervisors addresses such topics as information systems, communications, fiscal management, labor relations, performance appraisals and evaluations, motivation of staff, safety in the workplace and discipline procedures.

Once entry-level skills are developed through the core training curriculum, local corrections employees move on to mastery of journey-level skills through annual training, which provides in-depth coverage of topics that enhance skills and update employees on changes in their specific job assignments. This journey-level training is available through STC for all levels of corrections personnel (line staff through top management) and involves from 24 to 40 hours of annually required instruction. As illustrated in Figure 15, local corrections agencies follow a systematic process for delivering annual training. This system promotes quality training in an era of limited time and resources by focusing on the most important needs. The STC division has certified more than 1900 annual training courses, all aimed at helping local corrections operate at maximum effectiveness.

**Figure 15**  
**Needs Assessment & Training Delivery Process**



Recognizing the unique training needs which often confront local corrections agencies, the BOC offers three alternatives to STC-certified training for meeting the annual training requirement. These alternatives provide local flexibility while preserving and focusing on training integrity.

*Special Certification Training* addresses a unique job responsibility. Courses which may receive special certification include training for chemical agents instructors, and for personnel conducting background investigations of potential employees.

*Intensified Format Training* consists of short interventions that focus on one or two skills such as radio training; handcuff use; computer security; reading rap sheets; and court motions. Since this alternative often relies on the use of internal experts, this approach allows agency administrators and training managers to identify and develop in-house instructors and subject matter experts.

*Work-Related Education, Training, and Professional Development* enhances an employee's overall work performance and increases the value of that employee's contribution to the organization. Examples include: post-secondary instruction leading to certification or a degree; academic courses in criminology and penology; and leadership programs.